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14 July 1958

MEMORANDUM FOR: Colonel White

1. The attached papers on the JOT Program are not very specific and, therefore, I find it difficult to be precise in passing to you my thoughts on them.
2. As to the statement of the general objectives of the Program, it seems sound enough for the most part. However, I do not agree with the concept represented in paragraph 6. of Section I. It identifies the sole objective of the Program insofar as DD/S is concerned as development of JOTs into Administrative Officers. Admittedly, I am reading the specific language literally, but I think that this is justified in light of the proposed training schedule which is appended. It is my opinion that newly hired JOTs should, as a general rule, be prepared for work with one of the Support Services. I think that Administrative Officers in most cases will best be evolved from individuals who have gained significant experience with one or another of the functional specialties which make up the Support Services.
3. As to the specifics of the proposed training Program, the courses entitled "American Heritage" and "DD/S Orientation" are only titles insofar as I know and, hence, have no meaning in terms of their content or even their objective. You will note that after the initial fifteen weeks of training common to all, the JOTs will then be split into groups so that their training thereafter will be peculiar to the major component toward which they are headed. With regard to those destined for the DD/S I believe that the OPS Support Course is appropriate, and assuming that these will be junior people, I do not believe that it would be better for them to have the OPS Familiarization Course at this early stage in their careers. I do not believe either that each JOT being prepared for one of the Support Services should have the Budget and Finance Procedures Course, the Logistics Support Course and all of the other formalized training courses available within the Support Services. To the contrary, I believe that it would be better at that time to limit the further formal training of these people to those courses offering coverage in the activities under the cognizance of the Career Service to which they will be assigned.
4. Several years ago I asked the people running the JOT Program to follow a procedure, insofar as Support Services JOTs were concerned, under which the component for whom a JOT was being prepared would be consulted at

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the earliest possible time and expected to make a commitment to accept the JOT conditional upon his performing satisfactorily during his preparatory training. This scheme has the obvious advantage of sparing the JOT Program from proceeding unilaterally, of keeping Career Services advised of potential demands that they absorb personnel, of permitting the Career Services at the early stages to critically evaluate their potential new member, of giving the JOT a strong sense of direction, a place in the organization and a purpose in his training. Since [REDACTED] joined that staff it has become the usual way for handling the small number of JOTs which have come to the Support Services. As far as I know, for all other parts of the Agency peddling of JOTs is handled on a T/O vacancy basis with the using command organizations rather than on a career service basis.

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5. It may be that these papers were drafted without participation by the people who run the JOT Program and without benefit of their advice. Perhaps this was intended and is as it should be. Nonetheless, insofar as DD/S JOTs are concerned the papers fail to reflect the existing practice which we had evolved with the cooperation of the JOT Program and the several Support Services and suffers, I think, for this lack.



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